

ALLOCATION GUIDE
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The State Personnel Board staff will use these allocation ratios and allocation guidelines as determinants for level and class control. Departments with very small research units with less than 15 positions will be granted exceptions where ratios would be impractical. Departments requesting deviations from these guidelines will be obligated to present persuasive evidence to validate the need for temporary exceptions to these base line ratios and guidelines.

The Research Analyst, Research Manager and Research Program Specialist allocation guidelines supplement and clarify the descriptions contained in the class series specifications. Position allocation decisions are neither reducible to exact quantification nor to formularized approach. Individual positions must be assessed in the context of the overall organization and staffing of research and statistical personnel within the department.

These guidelines do not cover every possible combination of duties and responsibilities. They attempt to identify those factors which should be assessed in the justification of the levels and classes in the research series. These guidelines have been developed to facilitate the maintenance of allocation standards and control of position and class levels.

These are some of the supplementary factors which may affect the application of the numerical ratios:

Degree of decentralization of research activities.

Research activities not located in the departmental headquarters or within the main research division would require more independence and, therefore, a higher classification consideration when allocating positions.

Organizational location of positions.

Positions reporting to top management would be allocated to a higher level than those reporting to line functions.

Independence of action, degree of latitude, amount of discretion granted.

The higher level classification is justified when the incumbent is expected to perform independently and has a great deal of leeway in decision making in the organization.

Positions requiring incumbents to design creative and innovative research projects and programs should be considered at a higher level than those who follow a set research format.

RESEARCH MANAGER

The number of positions at the staff and higher levels (excluding Research Program Specialists) shall not exceed 20% of the total number of positions performing research functions. This would include all managerial/supervisory positions responsible for the research function.

WORKING LEVELS - 80%

Research Analyst I and II
 (various classes)
 Statistical Methods Analyst I,
 II, and III
 Management Services Technician
 Management Services Assistant
 Operations Research Specialist I
 II and III
 Crime Studies Technician
 Research Program Specialist
 (all levels, various classes)

MANAGEMENT LEVELS - 20%

Research Manager (all levels,
all classes)

Other Managers

(Proportionate to research responsibilities)

CLASS CONCEPTS

RESEARCH MANAGER

Research Managers supervise and manage research and statistical functions. Research Managers I typically perform the more complex, difficult research functions; however, Research Managers II and III are principally concerned with the supervision and management of research and statistical activities.

RESEARCH MANAGER I

Supervision

The Working supervisory level: Employee supervises a small group of research and statistical staff. May perform the more sensitive and complex research functions.

Complexity

In a large department, responsible for small projects or for major segments of large research activity. In a small department responsible for a research program.

Sensitivity

None.

Reporting Levels

In a large department, reports to Research Manager II. In small department, as supervisor of research program, may report directly to top management level.

RESEARCH MANAGER II

Supervision

First full supervisory level: Over analytical research and administrative work. Incumbents usually do not personally perform the work, rather, manage the functions of a research unit, supervising a medium-sized staff and provide guidance on difficult technical work.

Complexity

In a large department, in charge of a segment of a research program. In a medium to large department, in charge of a well-established research function.

Sensitivity

A highly specialized research program where projects are sensitive and complex.

Reporting Level

Reports directly to top management.

RESEARCH MANAGER III

Supervision

Second full supervisory level: Over a large staff, supervising three subordinate supervisors in one of the larger departments.

Complexity

In charge of a major research unit responsible for a complicated, varied research function.

Sensitivity

Project results have significant impact on departmental goals.

Reporting Levels

Reports directly to top management.

RESEARCH PROGRAM SPECIALIST

Research Program Specialists are the most expert technicians in

the research and statistical function. They perform difficult and complicated research functions not assigned to Research Analysts II. In addition, Research Program Specialists design innovative research projects. Research Program Specialists serve as advisors to top management on research and statistical activities as well as specific project functions.

The Research Program Specialist is a class to which is assigned specific project or activity responsibility. Research Program Specialists do not supervise or manage technical research staff as part of their normal responsibility. Research Program Specialists may periodically direct a small staff on a limited-term or project basis.

RESEARCH PROGRAM SPECIALIST I

This is the super journey level; incumbents plan, organize, and conduct complicated research and statistical studies requiring knowledge, skills, and abilities beyond the journey (RA II) level class. Emphasis is on independence of responsibility.

Research Program Specialists I create innovative research procedures and methodologies for utilization in their research activity responsibility, develop modeling processes and procedures.

RESEARCH PROGRAM SPECIALIST II

Research Program Specialists II plan, design and implement major, complicated research and statistical projects and are innovators in their subject-matter areas. They (1) provide expert guidance on difficult technical problems, (2) serve as prime resource person to top administration, (3) provide expert consultation services to top administration, department staff, legislative bodies, commissions and agencies.

RESEARCH PROGRAM SPECIALIST III

Incumbents report to the highest administrative level in the department and are advisors on complicated research projects; Research Program Specialists III are widely recognized experts in a specific, specialized field of knowledge.

In addition to the above Research Program Specialist I, II, and III allocation guidelines, departmental management may allocate

to this class based on the following:

Subject-matter expertise needed.

Mission of the research organization.

How management views and uses the position.

Complexity of the research activity.

RESEARCH ANALYST

Research Analysts perform research and statistical studies. The Research Analyst I is the entry class while the Research Analyst II is the full journey level class.

RESEARCH ANALYST I

Has basic knowledge of data processing.

Has basic knowledge of research and statistical methods.

Projects are assigned and reviewed, may present findings to supervisors and management.

Supervision Received

Entry developmental level class: Under general supervision, plans and implements research projects, prepares and presents reports written and orally, recommendations are closely reviewed, assignments are usually detailed and reviewed.

Supervision Given

Provides no supervision over technical research positions.

Variety of Assignments

Limited variety of tasks.

Independence of Action

Relies on proven techniques and methodologies in the performance of research and statistical projects, work involves projects which do not require independently designing and implementing procedures.

Degree of Originality

Projects are assigned and usually do not allow leeway for change or redesigning of objectives; standards and procedures are set forth in original design of project.

RESEARCH ANALYST II

Has knowledge of data processing and may design or recommend changes in procedures or new programs for particular projects; has thorough knowledge of data processing as related to their departmental programs.

Has knowledge of research and statistical methods and how they are applied to the programs of the agency.

Independently develops research methodology and techniques to be utilized in a specific project or activity, and develops and evaluates alternative; may provide advice to management or outside groups and departments.

Supervision Received

Full journey level class: Under direction, designs, plans, and implements research and statistical projects; prepares and presents orally and in written form; assignments are not detailed and analyst has leeway to develop and implement projects with only occasional amount of review until a final project is completed.

Supervision Given

May function as lead analyst over the technical positions; responsibility for a major project or activity.

Variety of Assignments

Performs a variety of tasks including varied research and statistical projects requiring a knowledge of research and statistical methods and how they are applied to the programs of the department.

Independence of Action

Discretion is utilized in determining methodology for research and statistical projects; independently designs and develops procedures for projects assigned. May determine need for research project; may investigate areas where precedents are lacking.

Degree of Originality

Independently develops and employs research methodology and techniques; often is able to utilize new concepts in research techniques and procedures.